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# Retention of a Diverse Construction Workforce

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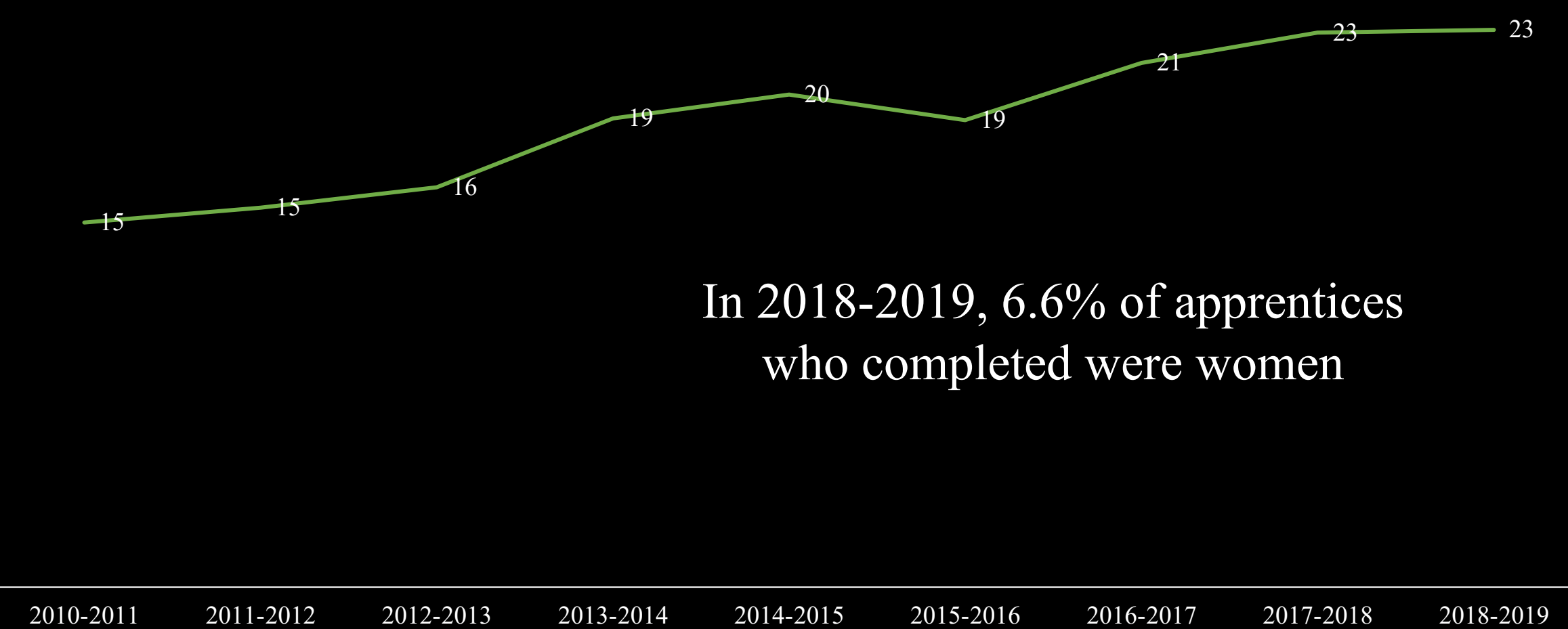


# Retention of a Diverse Construction Workforce

September 2021

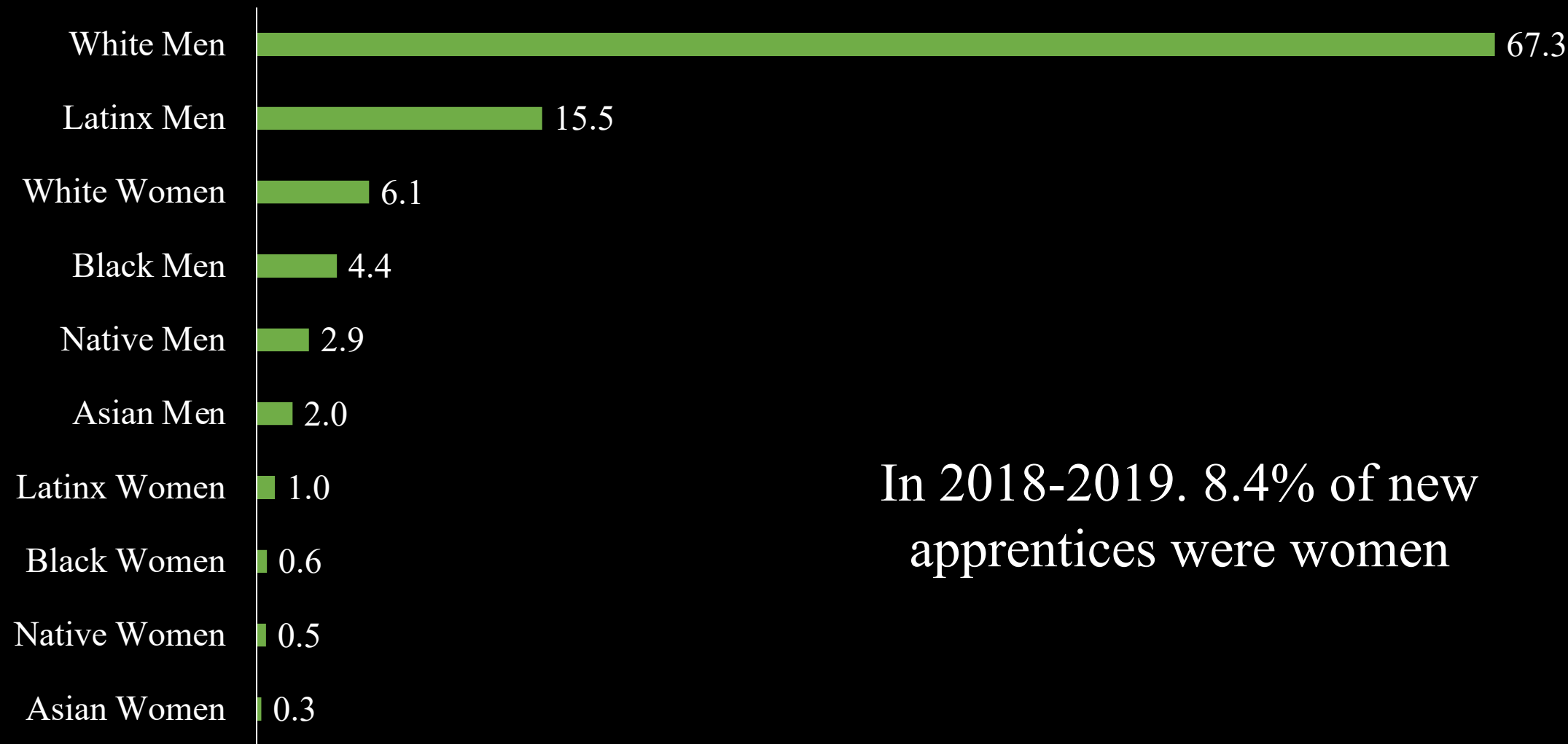
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# Percentage of Oregon Apprentices Completing Who Were Women and/or People of Color, 2010-2019



In 2018-2019, 6.6% of apprentices who completed were women

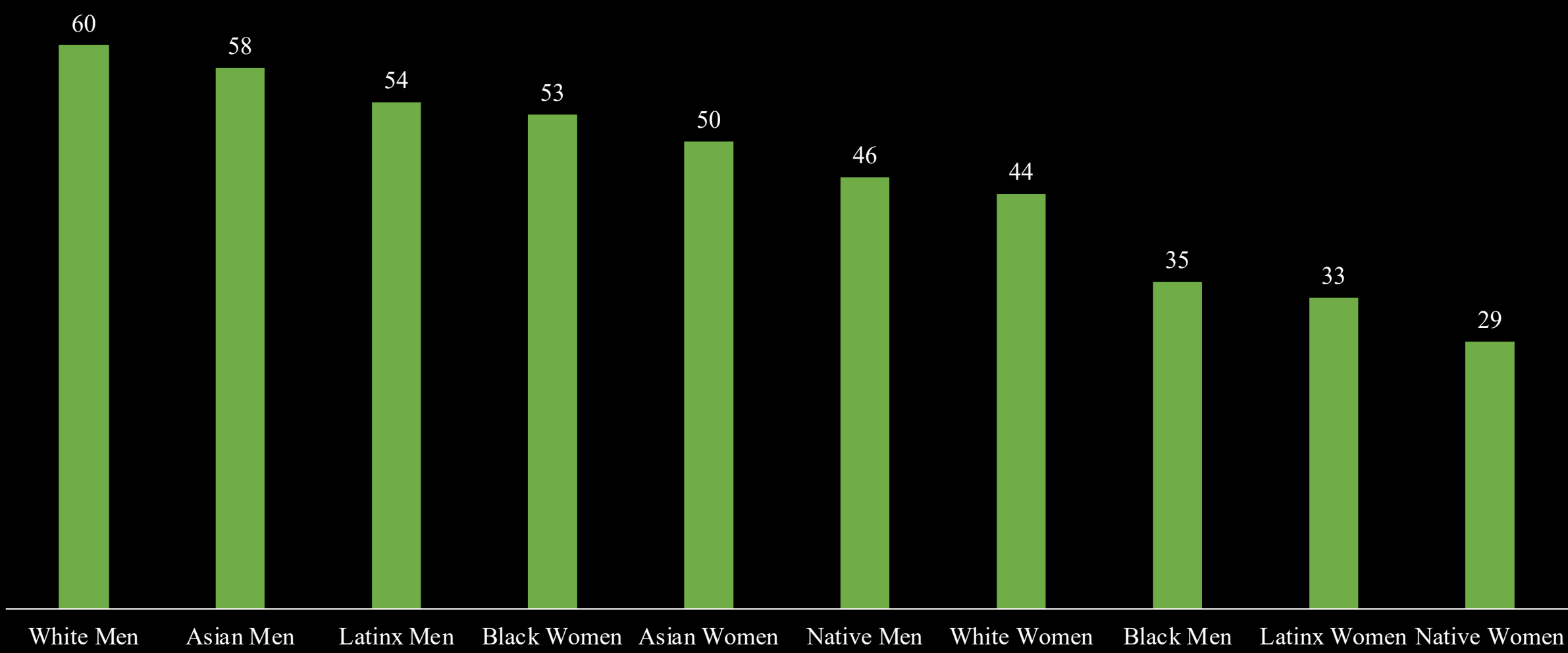
# New Oregon Apprentices by Race/Ethnicity and Gender, 2018-2019



In 2018-2019, 8.4% of new apprentices were women



# Percent of Oregon Apprentices Who Completed On-Time by Race/Ethnicity and Gender, 2010-2013 Cohorts



# Challenges experienced by apprentices that impact retention

Harassment

Lack of access to training on the job

Lack of access to work

Financial challenges (e.g. housing, transportation, childcare)

Travel for out-of-town work

Source: 2020 interviews, 2018 survey



Image: Oregon Tradeswomen

# Harassment

54% of women experienced gender based discrimination in the last year. 22% of men of color and 25% of women of color reported experiencing racial discrimination in the last year.

Source: 2018 survey of apprentices

**Noose found at downtown Portland construction site; officials denounce 'disgusting act of racism'**

Updated Jun 23, 2020; Posted Jun 23, 2020



A rendering of the Fourth and Montgomery Building is seen in a file image.

Image: *The Oregonian*

*There's some guys out there that really hate women and it's dangerous.* (white woman, 2020 interview)

*There were a couple people drawing male genitals on my tools. I wasn't sure if it was because my gender or because I was an apprentice* (Native woman, 2018 survey).

*I would say the hardest part [of my apprenticeship] was racism* (Black man, 2020 interview).

*There was racist graffiti on the portable toilets and the staircases at the job site* (Latinx woman, 2018 survey).

*My nickname was dumbass and junior or kid* (white man, 2018 survey).

# Lack of access to training on the job

45% of women and 29% of men reported a lack of access to training as a challenge.

Source: 2018 survey of apprentices



Image: COAT Flagging

*[As an apprentice I was] just supposed to learn by watching where everyone else got to learn by actually experiencing things (white woman, 2020 interview).*

*I have had journeymen tell me that they do not work with me because I am a female. I have spent the whole day sweeping while my male counterparts were learning skills and trades. (Black woman, 2018 survey)*

*A lot of the times I was left by myself and I didn't know exactly what to do and that would just result in people being mad (Latinx man, 2020 interview).*

# Lack of access to work

Women and Black men accrued on the job hours more slowly than white men.

Source: 2020 analysis of L&I administrative data

26% of men and 35% of women reported being out of work too much as a challenge.

Source: 2018 survey of apprentices



Image: New York Post

*I am usually the only minority working at most jobs. When it's time to let people go, I am usually the first on the list (Black man, 2018 survey).*

*I have been let go and under-taught because I am a female.... I have been unemployed consistently because I am a female (Black woman, 2018 survey).*

*I just decided to not do it anymore because what I've experienced myself [racism] and I'm at the age where like I can't be doing that anymore. Kept getting laid off, laid off. I needed something consistent. That's why I decided to go a different route (Latinx man, 2020 interview).*



# Financial challenges

36% of apprentices reported that buying ready items was a challenge.

45% of women and 26% of men said the cost of childcare was a challenge.

15% of apprentices said reliable transportation was a challenge.

Source: 2018 survey

*I couldn't afford new boots and was able to get them through the services [from the Program] (Latinx man, 2018 survey).*

*We can't afford childcare. So my significant other's mom watches the kids. Because it's just too expensive and it's not, we can't do it. No (white woman, 2020 interview).*

*I got lucky. I had to take a lot of risks with a vehicle I didn't really have the resources at the time to maintain it properly (white man, 2020 interview).*



Image: Author photo

# Travel for out-of-town work

*[I left because] the jobs I was getting were far away from where I lived. The costs of travel were too high and I wasn't able to qualify for fuel assistance.*  
(white woman, 2018 survey)

*[I left because I was away from home from 3:30am to 7:00 pm], I hope maybe one day to maybe possibly go back to it when my kids are a little older and in school* (white woman, 2020 interview).

*[I left because] I just had a kid and I lived in Medford and I couldn't keep traveling to Portland.*  
(Latinx man, 2018 survey)



Image: ODOT

# PSU Evaluation of The ODOT BOLI Highway Construction Workforce Development Program

- Pre-apprenticeship: 4 to 9 week classes that prepare individuals for careers in the trades
- Supportive services
  - Ready items (tools, clothing, PPE)
  - Child care subsidies
  - Assistance for travel to and from job sites and required classes
  - Hardship funds
  - Non-financial support services (e.g. social support, mentoring, budget class)
- Respectful Workplaces: Job site trainings that give tradespeople tools to address harassment on the job.



**SUPPORT**  
IS AVAILABLE TO HELP  
**APPRENTICES**

**ARE YOU AN APPRENTICE IN THE  
HIGHWAY CONSTRUCTION TRADES?**  
**ARE YOU APPLYING TO BE ONE?**

**FINANCIAL ASSISTANCE IS AVAILABLE  
TO HELP YOU BE SUCCESSFUL.**  
No career transition is easy, but we're here to make it a bit less stressful.

**JOB READINESS SUPPLIES**  
SO YOU CAN HIT THE GROUND RUNNING!

- \$ for work tools
- \$ for work gear/boots
- \$ for rain gear

**CHILD CARE SUPPORT**  
TO BUILD YOUR FAMILY AND CAREER!

- Assistance to pay for childcare while you work as an apprentice
- You choose your own qualified childcare provider

**OTHER SUPPORTS**

- Mentoring/coaching
- Information and referral
- Help getting to remote jobs
- Hardship assistance

\*Services provided through ODOT/BOLI

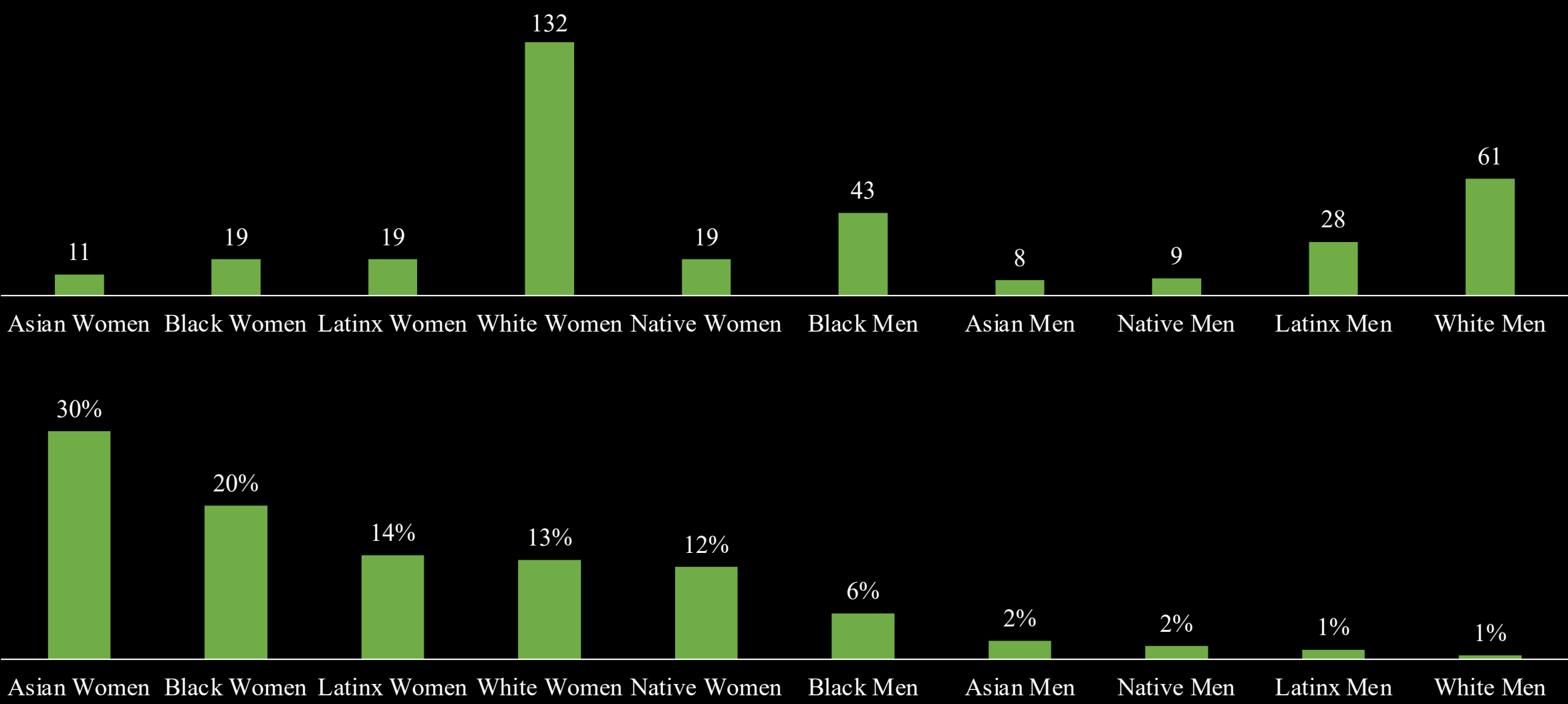
If you are an applicant or an apprentice in one of these programs, you should call Penny:  
carpenters (including pile drivers, scaffold erectors, etc.), cement masons, ironworkers, laborers, operating engineers, or painters.  
Note: We also provide services to construction apprentices in other trades if you are actively working on a road or bridge project.

**DON'T WAIT! CONTACT:**  
**Penny Painter (at Akana)\***  
Tel: 503.205.4769  
Email: penny.painter@akana.us  
<http://bit.ly/apprenticesupports>

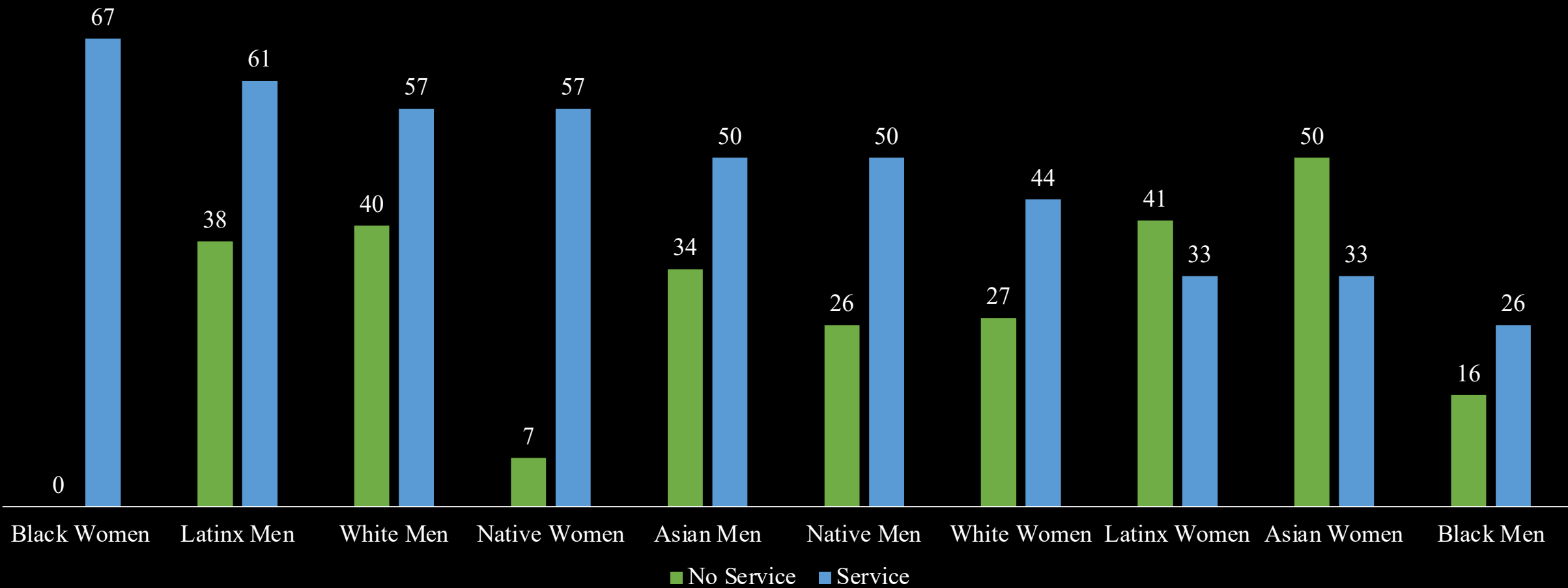


Image: ODOT

# Number and Percent of Apprentices Completing a Pre-Apprenticeship by Race/Ethnicity and Gender, 2008-2019

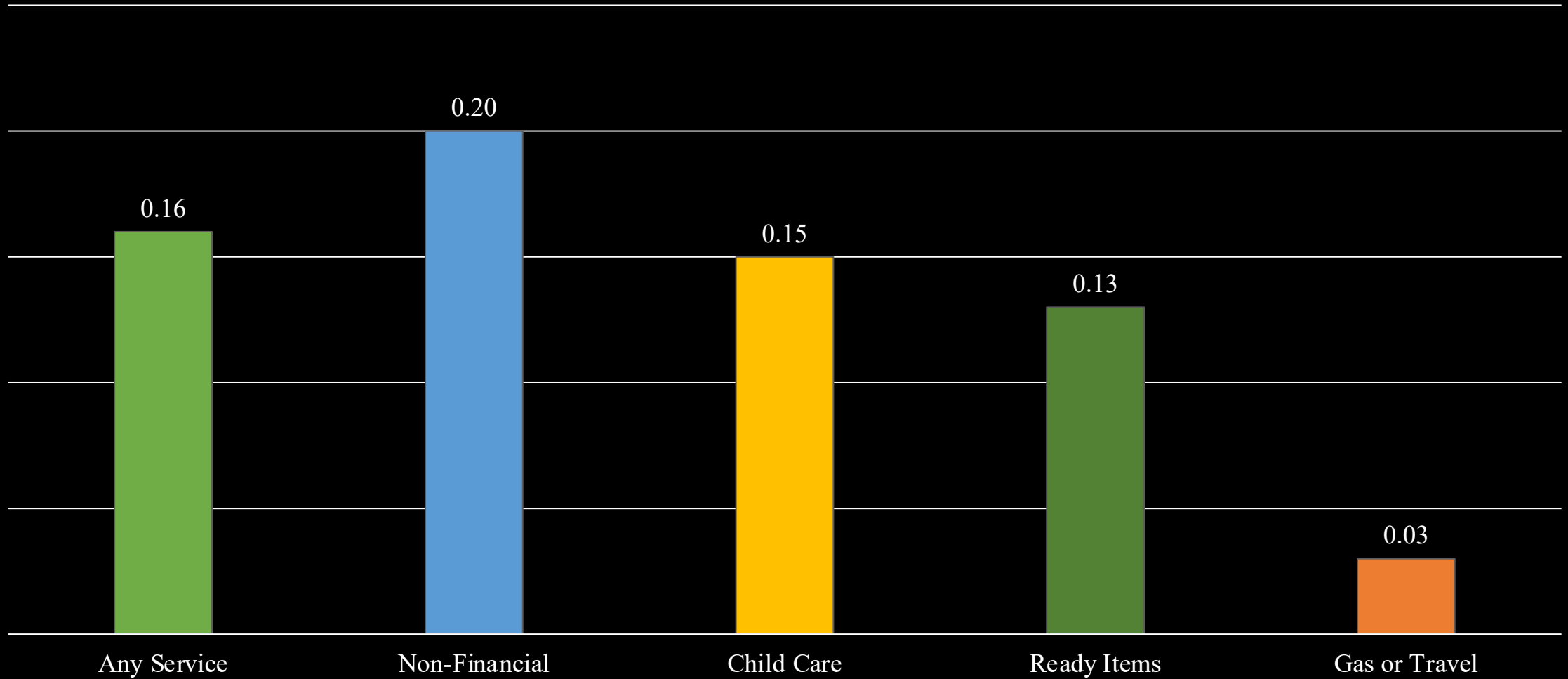


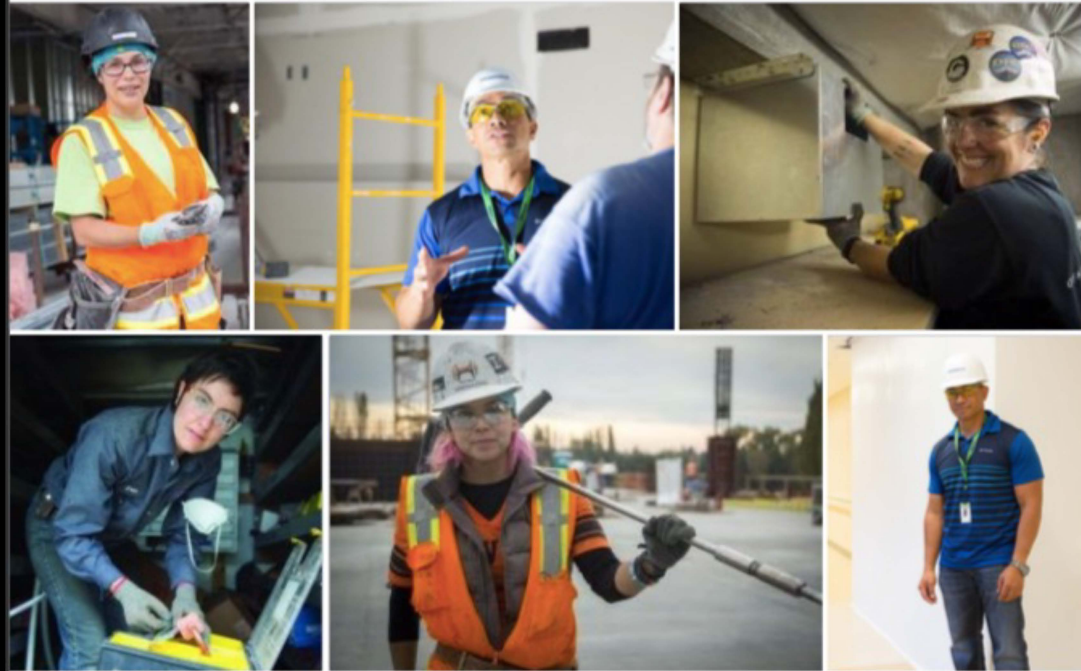
# Percent of Apprentices in Highway Trades Completing On-Time by Race/Ethnicity and Gender and Receipt of ODOT BOLI Services, 2008-2013





# Marginal Effects of Receiving Services on On-Time Completion, 2008-2013





**REGIONAL RESPECTFUL WORKPLACE MODEL  
REVIEW COMMITTEE RECOMMENDATIONS:**

## **Tools to Address Jobsite Culture in Construction**

**OCTOBER 2020**

# Why We Recommend Green Dot and RISE Up

After reviewing the four models described in Appendix A, the Committee strongly recommends Green Dot and RISE Up as the most promising for the industry in the region.

## Green Dot

The Green Dot Bystander Intervention training is based on a model that has been applied in school, community, and military settings and has trained over 600,000 individuals. The Construction specific curriculum was first designed in partnership with *Alteristic* in 2015 in Portland, Oregon. The design process included deep focus groups made up of women, people of color, General contractors, apprentices, journey level workers and other stakeholders all informing the approach and what aspects of the trades were critical to take into account when applying the Green Dot program to this industry.

The Committee was impressed with many attributes of this training. *Alteristic* was the organization with the longest history and experience with prevention and culture change work. Green Dot for construction has the potential to go national as a model, given its proven history of scaling training on college campuses, the military and the Forest Service. *Alteristic* has a deep understanding, based in research and evaluation, of what it takes to truly shift behavior real-time in a workplace based on best practices in culture change work. They are well known across the country as experts in harassment prevention approaches. The adaptation of Green Dot for the Trades was developed in Portland by real construction workers and contractors.



Additionally, the model is user friendly and accessible. It includes addressing real issues head on directly on the jobsite, it is well-structured with a variety of modules such as toolbox talks and longer trainings for influencers of the jobsite culture. The Green Dot concept is easy to visualize: a negative event is a "red dot," and every choice to be proactive as a bystander is categorized as a "new behavior" and thus a "Green Dot." Individual decisions (green dots) group together to create larger change and translates directly to culture change on worksites.

Lastly, preliminary evaluation conducted by Portland State University on the Multnomah County Central Courthouse (MCCCH) jobsite that piloted Green Dot proves that the training does improve the jobsite culture. In that way, this model presents real promise. None of the other models have yet been evaluated for effectiveness, but Green Dot has a history of ongoing evaluation, adaptation, and improvement. This pilot project shows that the model has demonstrated measured improvement and therefore is a model that has the potential to make real impact in addressing jobsite culture in construction.

*The Green Dot concept is easy to visualize: a negative event is a "red dot," and every choice to be proactive as a bystander is categorized as a "new behavior" and thus a "Green Dot." Individual decisions (green dots) group together to create larger change and translates directly to culture change on worksites.*

## RISE Up



The Committee also strongly recommends RISE Up, which has many similar positive aspects. As with Green Dot, RISE Up uses a bystander intervention model to prevent bullying and harassment. The program was also developed through in-depth focus groups of women and minorities in the trades locally in the Seattle area. It is a program that was created by *ANew*, a local community-based pre-apprenticeship program, who also administers the program and trainings.

Additionally, RISE Up is currently going through an evaluation process with Portland State University: evaluation of its effectiveness should be available within the next year or so. It also uses a variety of modules such as employee orientations, tool box talks, and manager training, making the curriculum easily accessible to all workers throughout the organization.

RISE Up has additional aspects the Committee found to be more comprehensive as an overall package. This includes marketing and jobsite materials, mentorship programs, organizational assessments, a Jobsite Team creation, and a 3rd party incident reporting service.

RISE Up has been scaled in the Seattle area with public owners such as the City of Seattle and Sound Transit requiring it on their jobsites. *ANew* has worked with these project owners to cater the program branding as well as customize the trainings to fit their agency needs.

Lastly, RISE Up is actively being explored for adoption by industry leaders and has a business model structured to expand quickly. AGC Washington is looking to adopt for their members as well as other chapters across the country. Through an "affiliate" model, RISE Up is willing to train and designate local providers to administer the training locally.

The Committee felt that the RISE Up model achieved the most desired elements: It is scalable, clearly outlines the costs to participate, is open to tailoring and customization, covered more breadth of subjects and resources beyond the training, was created by a community partner invested in diversifying the trades, is specific for construction and is already being used in Seattle, includes clear policy influence and was originally developed by those most impacted by jobsite culture.

*Through an "affiliate" model, RISE Up is willing to train and designate local providers to administer the training locally.*



Sound Transit UW Station

## 5D's OF BYSTANDER INTERVENTION



**DISTRACT**



**DELEGATE**



**DOCUMENT**

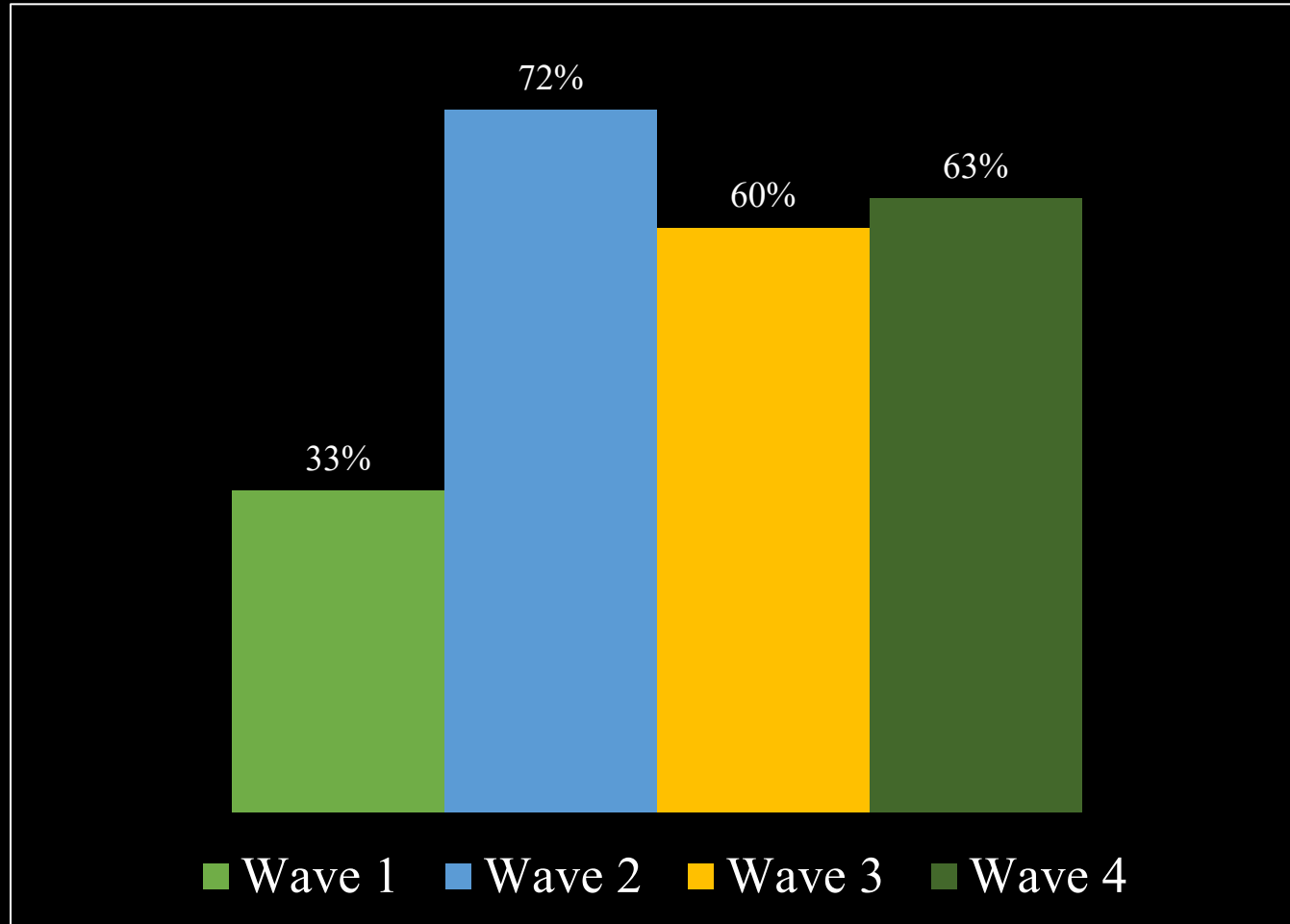


**DELAY**



**DIRECT**

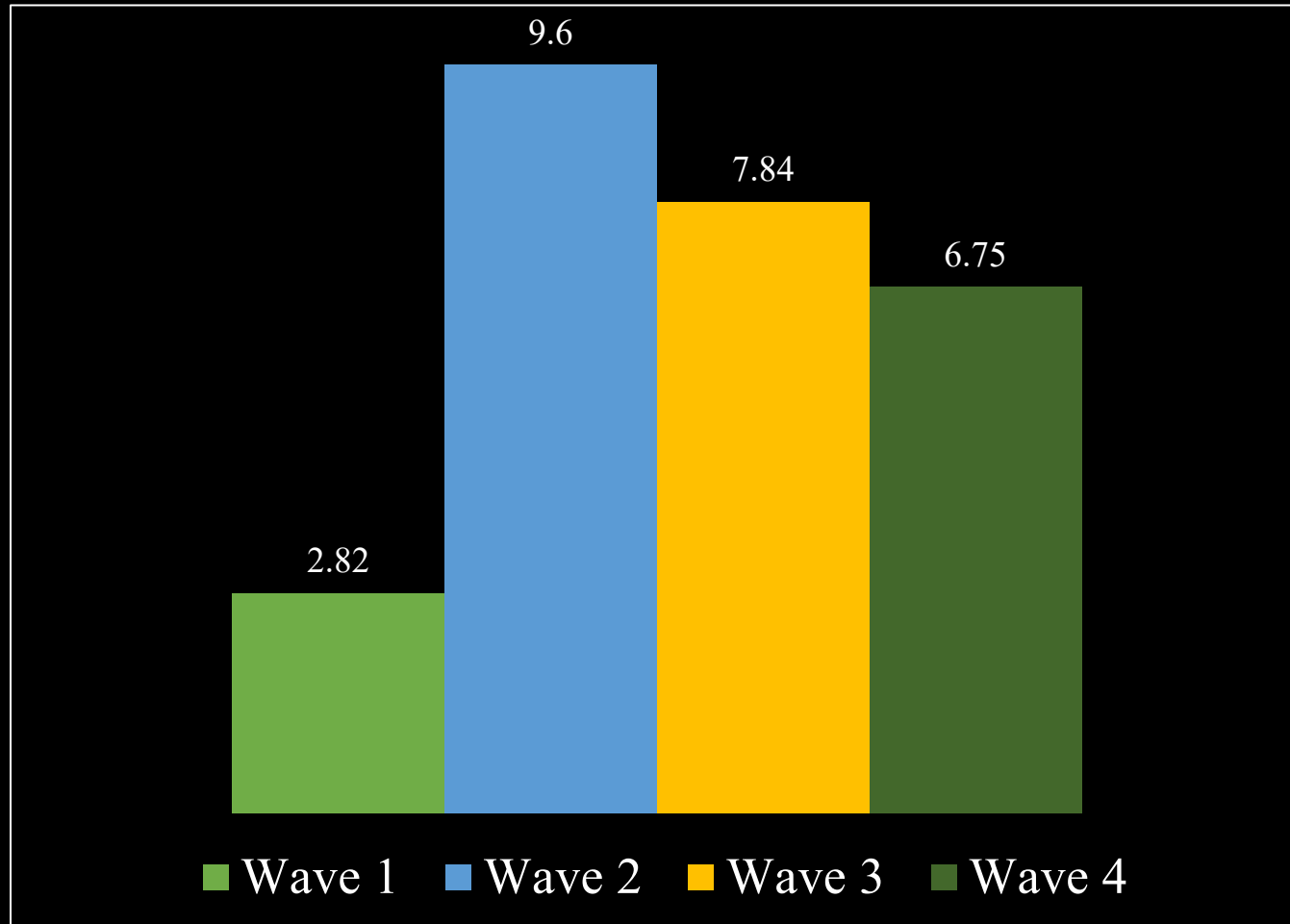
## Percent of Workers on the Green Dot for the Trades Pilot Site Reporting Bystander Interventions in the Last Month, Waves 1-4



At wave four, 63% of workers who reported having the opportunity to intervene reported an intervention (38% of *all* workers reported an intervention).



## Mean Number of Times Workers on the Green Dot for the Trades Pilot Site Reported Observing Any Type of Harassing Behavior on the Job Site in the Last Month, Waves 1-4



At wave four, workers reported observing an average of almost seven instances of harassing behavior in the last month (77% of workers reported seeing any harassing behavior in the last month).

# Best practices for construction culture change initiatives

Start at the top with prioritizing culture change.

Revisit policies and processes related to reporting and discipline.

Ensure commitment all the way through the organization.

Provide workers with tools to support change.

Provide visible and consistent messaging around culture change.

Address harassment when it happens with appropriate consequences.

Evaluate the impact of the initiative.



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